

The City of Harrisburg

**DEPARTMENT
OF
ADMINISTRATION**

2008 ANNUAL REPORT



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Mayor**

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Chief of Staff/Business Administrator**

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**DEPARTMENT OF ADMINISTRATION
2008 SERVICE EFFORTS AND ACCOMPLISHMENTS**

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DEPARTMENT OF ADMINISTRATION DEPARTMENT OVERVIEW

Office of the Chief of Staff/Business Administrator:

The Department of Administration performs the fiscal and central administrative functions of the City. The Chief of Staff/Business Administrator (Chief of Staff), who is appointed by the Mayor, heads the Department of Administration and has the authority to oversee the management of all City departments to ensure the proper administration of their operations. The Chief of Staff acts as the City's chief negotiator for all labor union contracts and serves as the Mayor's representative on the City of Harrisburg Police Pension Board. The Chief of Staff may also perform as the Acting Mayor in the Mayor's absence.

The Department of Administration has a Deputy Chief of Staff/Deputy Business Administrator (Deputy Chief of Staff) and assists the Chief of Staff in carrying out the duties and responsibilities listed above. The Deputy Chief of Staff may perform as the Acting Chief of Staff in the Chief of Staff's absence.

The Chief of Staff, along with the Deputy Chief of Staff, directs the activities of four bureaus, with the assistance of a Confidential Secretary.

The Bureau of Financial Management:

This Bureau, headed by the Director of Financial Management, oversees the fiscal management of the City, as well as the activities of the Accounting, Budget and Analysis, Purchasing, and Insurance and Risk Management Offices. Specific activities include the management of all funds; the accounting of all assets; the production of all financial documents; and the administration of Debt Service, General Expenses and Transfers to Other Funds. In addition, this Bureau aids in the administration of the City's three pension plans and provides in-depth financial analysis to the Mayor and City Council upon request. The Accounting Office manages cash flow, performs accounts payable functions, and develops the annual Comprehensive Annual Financial Report. The Office of Budget and Analysis is responsible for the development, preparation and distribution of the City's annual budget document and also the preparation and distribution of the City's Mid-year Fiscal Report, which illustrates the financial status of all budgeted funds as of June 30th of the current year, as compared to June 30th of the previous year. The Purchasing Office is responsible for overseeing the procurement of most City materials, supplies and services. This Office assures fair and equitable distribution of City contracts and agreements for capital and non-capital products and services. This Office is also responsible for preparing public bid specifications, advertisement of bids, and awarding of contracts. The Special Assistant to the Deputy Chief of Staff handles the City's insurance and loss control programs as well as processes all insurance claims.

Other responsibilities include risk financing and employee health and safety matters.

The Bureau of Human Resources:

The Bureau of Human Resources, headed by the Director of Human Resources, maintains personnel records for all employees, processes all salary/wage adjustments, and handles the bi-weekly payroll for City employees. This Bureau also includes the Payroll Office which maintains all payroll registers and implements all federal state and local deductions and voluntary contributions. Additionally, the Bureau of Human Resources is responsible for recruiting, testing, screening and hiring applicants, and for the orientation of new employees. The Bureau administers the Family and Medical Leave Act, the Americans with Disabilities Act as well as Affirmative Action/Equal Employment Opportunities. The Bureau also develops job descriptions for management and bargaining-unit positions, monitors automatic step progressions for bargaining-unit employees, and manages the internal bid process. Responsibility for effecting merit increases, based on performance evaluations, also lies with the Bureau of Human Resources. Additionally, the Personnel Officer administers all of the Civil Service Rules and Regulations and the recruitment and promotional processes necessary for all civil service positions. Through these systems, all employees are afforded the opportunity for growth and advancement. The Personnel Officer is also responsible for managing employee pension and healthcare benefits, with the assistance of the Human Resources Generalist.

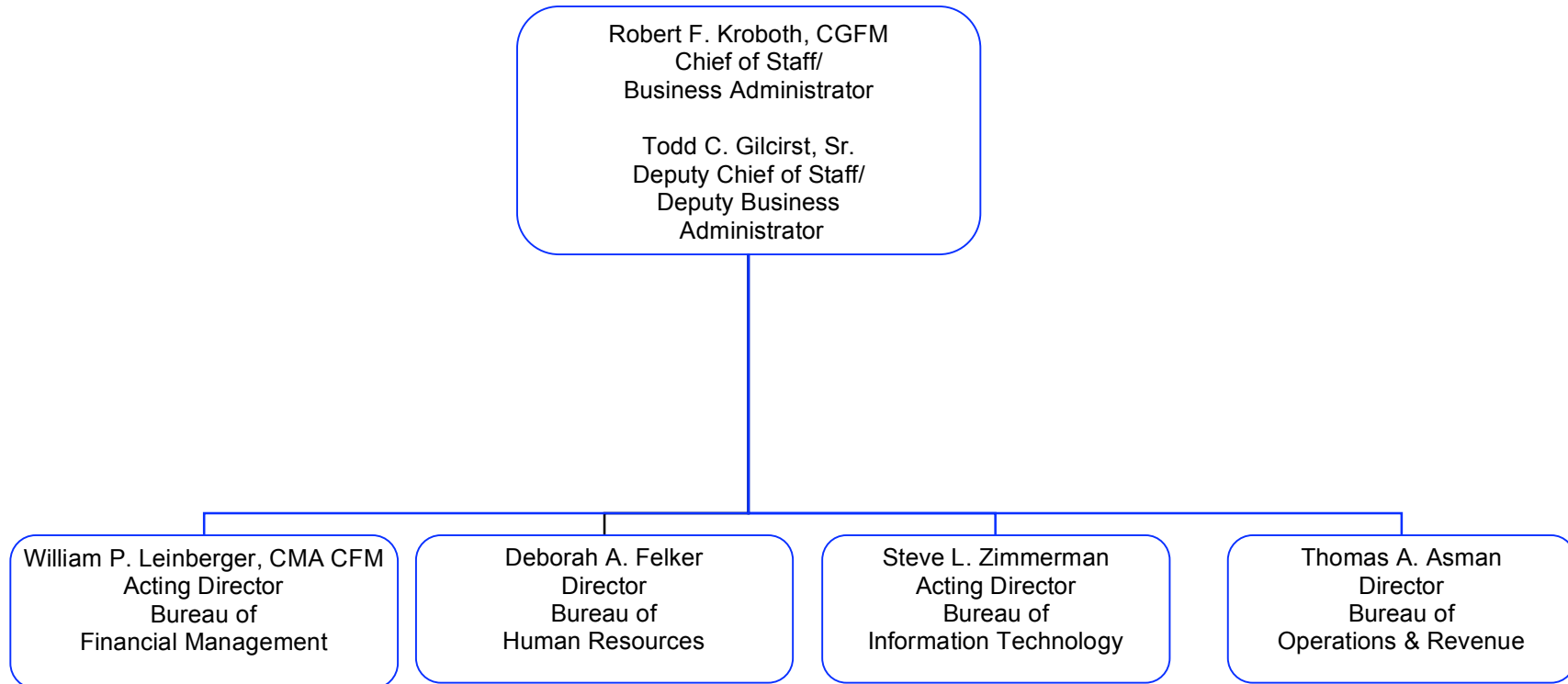
The Bureau of Information Technology:

The Bureau of Information Technology is responsible for computer programming including: implementation of relevant databases; maintaining and monitoring of the City's billing, payroll process, inventory, accounting, and insurance claims management systems, as well as computer-aided dispatch, parking ticket and meter bag systems. The Bureau also produces field reports for all service calls for police and fire, and provides technical support and maintenance of the City's mainframe, personal computers and local and wide area networks. In addition, the Bureau of Information Technology operates the METRO police information system, established and owned by the City, which allows numerous suburban, municipal and county agencies to link into a common database. The METRO system is one of the few regional police information systems in the Nation.

The Bureau of Operations and Revenue:

The Bureau of Operations and Revenue is primarily responsible for the billing of utility services, real estate and mercantile taxes. The Bureau manages the City's collection processes, which includes the Water shut-off Program. In addition, the Bureau is responsible for the filing of liens and civil suits to secure debt owed to the City. The Bureau is managed by the Director of Operations and Revenue and the Operations Manager.

DEPARTMENT OF ADMINISTRATION
ORGANIZATIONAL CHART



OFFICE OF THE CHIEF OF STAFF/BUSINESS ADMINISTRATOR

The Office of the Chief of Staff oversees the fiscal and administrative functions of the Department of Administration (DOA) and of the City. The Chief of Staff also has the authority to oversee the management of all City departments to ensure the proper administration of their operations. In addition, the Chief of Staff acts as the City's chief negotiator for all labor union contracts, serves as the Mayor's representative on Boards and Committees, and may serve as Acting Mayor during the Mayor's absence.

The Deputy Chief of Staff is the principal advisor to the Chief of Staff and assists the Chief of Staff in carrying out the duties and responsibilities listed above. The Deputy Chief of Staff may perform as the Acting Chief of Staff in the Chief of Staff's absence.

Accounting and Financial Reporting:

- Reviewed and submitted the Debt Statement and Tax Rates sections of the PA DCED Annual Audit and Financial Report to be filed by the City Controller's Office by March 15th of each year. This report is required, in part, to enable the City to be eligible to receive State Liquid Fuels Tax receipts in April.
- 2007 audit field work for the Police Pension Fund was completed. Draft financial statements and related auditors communication and management letters were made available for review by the Police Pension Board.
- Received written confirmation dated September 8th that PENNDOT waived \$54,978.76 and \$48,805.82 reimbursements for audit years January 1, 2004 to December 31, 2004, and January 1, 2005 to December 31, 2005, respectively, based on detailed documentation provided to PENNDOT that the City had more than sufficient State Liquid Fuels eligible expenses to offset the suggested reimbursements.

Authorities, Boards and Commissions:

- Established and coordinated a City team to implement The Harrisburg Authority's new disposal rates as approved by City Council in late 2007 effective for January's billing.
- Met with The Harrisburg Authority (THA) representatives to discuss the refunding of the 2003 Water Revenue Bonds and the City's Utility billing procedures.
- Met with THA representatives to discuss 2008 Water and Incinerator Fund's Budget performance, Disposal Rate billing and collection procedures, as well as the 2009 debt service funding requirements for both Funds.

Budget and Analysis:

- Met with City Council's Budget and Finance Committee to review the 2007 Budget Reallocation Plan. Council adopted an amended version of the Plan on January 28, 2008.
- Met with City Council's Budget and Finance Committee to review the reopened 2008 Budget. Council adopted an amended version of its own 2008 Budget.
- Met with City Council's Budget & Finance Committee Chair to discuss the 2008 Budget shortfall situation.

Debt Management:

- Met with The Harrisburg Authority and their financing team to discuss the matters of FGIC being downgraded by the rating agencies and proposals to refund the 2003 Water Revenue Bonds as well as acquiring a new Letter of Credit provider for the refunded bonds.
- Met with a member of City Council discuss with the P-3/Parking System transaction and its short and long-term impacts on decreasing the City's future debt service payments and resulting benefits.
- Met with THA's Debt Management Team to be briefed on the impact of 2008 global investment market conditions on certain of their variable rate Water Revenue and Resource Recovery Bond issues.

Insurance and Risk Management:

- Held discussions on safety training issues as well as options for the Commerce Bank Park Expansion Project.
- Met with the City's insurance consultant to strategize over the City's upcoming Master Package Policy renewal and THA indemnification issues related to their Resource Recovery Facility.
- Successfully renewed the City's City-wide Package and Terrorism insurance policies and expanded some coverage at a net premium decrease of \$104,139, or 11.6%, compared to the expiring renewal premiums. Also negotiated a 5% reduction on the Fine Arts coverage, which is a separate policy.
- As a result of bidding out the above coverage, we successfully renewed the City's health insurance Stop Loss Coverage at a premium increase of only \$5,510, or 1.2%, by increasing the specific attachment point from \$150,000 to \$175,000, and accepting an increased aggregate attachment of \$7,968,811, which is \$468,234 higher than the expiring premium year aggregate.

Labor Management:

- Met with the City Management Team to discuss finalization of the AFSCME contract document and preparation for a management training session.
- Investigated an alleged Workplace Violence Policy violation incident, including conducting numerous interviews. The incident was determined not to be a violation of the City's Workplace Violence Policy.
- Attended a City Council Legislative Session regarding a change in the residency language resulting from the recently ratified AFSCME contract.
- Met with FOP Labor/Management representatives to discuss the military leave buy-back matter.
- Met with the Labor Relations Model Tiger Team to be briefed on the Deputy Chief of Staff's charge to develop not more than two comprehensive labor model options that will ensure all labor matters are addressed in the most effective and efficient manner.

General Administration:

- Met with the newly formed "Truth Squad" to discuss the coordination of public information dissemination and ways to deter or counter negative public perception.
- Met with the Telecommunications Rights-of-Way (ROW) Management Project Team to discuss proposed changes to the City's ROW Ordinance.
- Met with the City Treasurer's Office and Human Resources to discuss a staff reorganization plan for the City Treasurer's Office.
- Met with the Incinerator Disposal Rate Increase Implementation Team to discuss and develop an action plan to address a rate challenge from Susquehanna River Basin Commission, and requests for rate adjustments by various Section 8/other federal subsidized/fixed income/fixed rent residential customers, currently before the Law Bureau.
- Reviewed and modified a revised Parking Plan to accommodate the new public safety vehicles and to eliminate recurring parking at metered and other spaces by detectives during business hours.
- In response to the State's Clean Indoor Air Act legislation banning smoking in "public places" which went into effect September 11, 2008, this Office issued a notice to all City employees, including management and the City's three labor

unions with guidelines to be followed at all City-owned/operated buildings/facilities, along with rescinding the current smoking policy effective September 11, 2008.

Deputy Chief of Staff:

- Attended an AFSCME Labor/Management Meeting in which the major thrust of the meeting was converting Demolition Specialists to Heavy Equipment Operators and also health concerns for demolition workers.
- Attended a meeting with the Parking Enforcement Staff and reported to them that their performance indicators are still “extremely high” and they should stay focused and finish the remainder of the year strong. Outstanding performers (almost the entire team) were recognized.
- I continued assistance/training with the Acting Technical Services Administrator on the processing of disciplinary actions, the effective management of supervisory personnel, the hiring process, and strategic planning. We also discussed on multiple occasions the day-to-day operation of Parking Enforcement.
- Attended multiple Workers Compensation meetings at which we reviewed employee status from the Workers Compensation Team.
- Conducted a 2nd Step AFSCME Grievance Hearing involving a discipline that was issued for a workplace violence incident that occurred in the Public Works Department. Both sides presented their cases and an agreement was brokered by the hearing officer, causing the grievance to be withdrawn.
- Met with the senior leadership of the Dauphin County Emergency Management Agency to discuss funding for the City’s Communications Center.
- At the request of the Mayor, conducted a search for three potential sources for development of leadership/management training and the implementation of COMSTAT within the Bureau of Police.
- Attended a meeting concerning a settlement offer to a former employee. Outside counsel advised that a settlement, in lieu of arbitration, be considered. Counsel was tasked with putting together an offer, after consulting with the former employee’s attorney, and sending it to the Chief of Staff’s office for consideration.

BUREAU OF FINANCIAL MANAGEMENT 2008 ACCOMPLISHMENTS

The Bureau of Financial Management is responsible for the fiscal management of the City. This includes the management of all funds, accounting for all assets, production of financial documents, administration of the budget, debt management, insurance and risk management, and purchasing functions. In addition, this Bureau aids in the administration of the City's three pension plans. Lastly, the Bureau provides in-depth financial analysis and research to the Administration, City Council and various governmental and non-governmental agencies.

Accounting and Financial Reporting:

- Obtained the prestigious Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Association (GFOA) of the United States and Canada in March 2008 for the City's Comprehensive Annual Financial Report (CAFR) for the year ended December 31, 2007. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment for 21 consecutive years represents a significant accomplishment by a government.
- The City's Single Audit Report for the year ended December 31, 2006, and related City Responses and Plans for Corrective Action were accepted and approved by the U.S. Department of Housing and Urban Development (HUD) and the Commonwealth of Pennsylvania (PA). This annual report prepared by accounting staff and audited by Maher Duessel, CPAs, accounted for all federal and state grant programs in excess of \$500,000 and further reported on the effectiveness of internal controls and compliance with all appropriate laws and regulations. Additionally, the 2007 Single Audit Report and related City Responses and Plans for Corrective Action were submitted to HUD and PA in a complete and timely manner.
- Played a significant role in successfully maintaining a credit rating of "Baa" by Moody's Investors Service, and "A" by Standard & Poor's, and an "A-" by Fitch Investors Services.
- Completed the 2007 State Liquid Fuels Report, which details expenditures of the State Liquid Fuels Tax Fund and timely filed the report with the Pennsylvania Department of Transportation by the January 31, 2008 deadline.
- Completed the Debt Statement and Tax Rates sections of the PA DCED Annual Audit and Financial Report filed by the City Controller's Office by March 15th of each year. This report is required, in part, to enable the City to be eligible to receive State Liquid Fuels Tax receipts, which totaled \$963,451 in 2008.

- Completed the PA DCED Annual Survey of Financial Condition due March 15, 2008. This report is also required, in part, to determine eligibility for receipt of State Liquid Fuels Tax receipts.
- Final 2007 financial statements for the Police Pension Fund were approved for release by the Board and were subsequently issued. No audit findings were noted.
- Accounting staff assisted with preparation of the Introductory and Statistical Sections of the 2007 CAFR, and provided support to the Budget Office with regard to its submission of the 2008 Budget document for consideration of GFOA's Distinguished Budget Presentation Award.
- Assisted the City Treasurer's Office in reconciling cash accounts, setting up new accounts, and posting various cash transactions relative to new bond issues and other funding sources.
- Coordinated disbursements for various agencies utilizing Hotel Tax Proceeds and other funding sources.
- Prepared and reconciled the 2007 Schedule of Expenditure of Federal Awards.
- Provided the City's bond counsel with electronic-file audited financial statements for 2007 as part of the due diligence process for various bond issues.
- Prepared the City's Minimum Municipal Obligation calculations for the City's three pension plans and filed the corresponding reports by the September 30, 2008 deadline.
- Processed vendor payments to the lease escrow agent for the City's 2007 Capital Lease financing with Municipal Capital Corporation.
- Processed 29,285 accounts payable records, 6,664 warrants (checks), and 621 journal entries with 25,125 account codes.

Budget and Analysis:

- The most significant accomplishment of the Office of Budget and Analysis in 2008 was receipt of the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) of the United States and Canada for the City's 2008 Approved Budget Document. This award is the highest form of recognition in governmental budgeting and was achieved by the City for the 17th consecutive year.
- After the 2008 Budget was approved in mid-February, work began on compiling the 2008 Approved Budget document. The Community Profile section of the 2008

Budget document was updated, along with the statistical section. The document was completed and submitted to GFOA in an Adobe format within the extension deadline.

- In July 2008, work began on the City's 2008 Mid-Year Fiscal Report. This report was used to help project surpluses and deficits in the City's 2008 Approved Budget.
- Work on the Mayor's 2009 Proposed Budget began in August 2008. The budget process began with the Office of Budget and Analysis staff preparing and distributing budget preparation packages for completion by all department directors and office heads. Personnel costs were calculated by the Office of Budget and Analysis based on contractual increases for bargaining-unit employees, merit increases for management employees, projected fringe benefits costs and by direction of the Mayor. Many revenue estimates were calculated by this Office, and all revenue estimates provided to this Office were reviewed for reasonableness. The Mayor's 2009 Proposed Budget was presented to City Council on November 25, 2008. City Council held public meetings to review the Mayor's 2009 Proposed Budget; and on December 22, 2008, City Council passed an amended version of the original proposal.
- The Office of Budget and Analysis researched information and gathered supporting data used in the development of the Deputy Business Administrator's transmittal letter and the Statistical Section of the 2007 Comprehensive Annual Financial Report (CAFR). This office was also responsible for preparation of the Budgetary Comparison Schedule in which original and final budgeted revenues and expenditures are compared to actual amounts.
- The Office of Budget and Analysis conducted extensive analyses in December 2008 related to year-end reconciliation. Budget gap analyses were prepared for the 2008 Budget Reallocation Plan.
- The Office of Budget and Analysis received and completed requests from other governmental and non-government agencies for various reports, questionnaires and research surveys throughout 2008.

Other pertinent reports/questionnaires/surveys prepared during 2008 include:

- Final 2007 Payroll figures for the Excess Workers' Compensation Policy Audit
- 2008 Approved Budget Payroll Figures and Number of Employees for the City's self-insured workers' compensation program
- Commonwealth of Pennsylvania, Department of Community and Economic Development, Bureau of Local Government Services, Statement of Taxes Levied

- Pennsylvania Economy League, Municipal Tax Rates
- U.S. Department of Commerce, Bureau of Census, Quarterly Survey of Property Tax Collections
- National League of Cities 2007 Fiscal Conditions Survey
- U.S. Department of Commerce, Bureau of the Census, Annual Survey of Government Employment
- Commonwealth of Pennsylvania, Department of Labor and Industry, Center for Workforce Information and Analysis, Occupational Employment Statistics (OES) Wage Survey

Risk Financing:

- The City purchases insurance to cover all of its exposures with the exception of workers' compensation and employee health benefits. The employee health benefit program and workers' compensation are administered by the Bureau of Human Resources. These two important elements of the City's operation are self-funded.
- The City also experienced actual net cost savings of \$327,835 as a result of medical bill re-pricing for its workers' compensation program. This resulted in a 39% savings for the City.
- The PA Department of Labor & Industry reviews each self-insured's workers' compensation performance during the year. A determination is made as to the City's outstanding liability for all claims reported at year-end. The estimate for the period ending December 31, 2008 was \$ 4,429,503. This is an increase of \$83,462. This increase is not indicative of the recent trend whereby the City's liability had previously experienced successive decreases.

Loss Control/Prevention:

Loss control/prevention programs are designed to educate employees and manage the work environment in an effort to minimize the City's exposure to loss.

- As part of the Accident and Illness Prevention Program, several safety- training classes were held for employees.

Claims Management:

- Responsible for claims management City-wide, including the reporting of all incidents that will generate a claim against the City. Incidents require investigation, monitoring and notification of the appropriate insurance company or, in the instance of self-insurance, the third-party claims administrator.
- Involved in the management of Workers' Compensation and Heart and Lung claims. The Heart and Lung program is a statutorily-required benefit for the City's Police Officers and Fire Fighters, providing supplemental benefits for those uniformed employees injured in the line of duty and as a result of their work.

Risk Management:

- Responsible for providing the City's auditors, rating agencies, and other interested parties with insurance-related statistical information. This information contributed to the City's positive recognition by financial and other professional organizations.

Risk Transfer:

- In addition to coordinating the renewal and financing of each line of insurance coverage as one way to transfer risk, recommendations regarding the insurance requirements for the indemnification of the City as it related to the many contracts awarded by the City to its vendors and contractors were made. All City departments were provided some assistance as they developed requests for proposals concerning the award of contracts to independent contractors during 2008.

Pension Administration:

- Fulfilled all contribution and reporting requirements mandated under the Municipal Pension Plan Funding Standard and Recovery Act 205 of 1984 (as amended by Act 189-1990). Subsequently, the City was determined to be in compliance with the applicable mandatory provisions of the Act 205 Recovery Program and, therefore, eligible to continue to participate in Distressed Level III of the Recovery Program. Because of this, the City received \$2,616,136 in State aid for its pension plans in 2008.

Purchasing & Insurance Claims:

- Processed 1,152 requisition/purchase orders, which entails researching for compliance to Purchasing Rules and Regulations, editing for completeness and accuracy of information, approving, obtaining signatures, mailing and distribution to agencies.
- Processed 22 public bids.

- Administered the City-Wide Pager System, reconciled and processed the monthly invoices. There was a reduction of two pagers since January.
- Administered the City-Wide Cell Phone System, reconciled and processed the monthly invoices. There was a reduction of one cell phone since January.
- Settled an outstanding AT&T cell phone invoice from December 2007 saving the City \$6,886.66.
- Registered the City in the State COSTARS program for Sodium Chloride (Road Salt).
- Worked with the Director of Vehicle Management, Police Bureau, IT personnel and the Westmoreland Council of Government on the police vehicle and related equipment purchase.
- Had several meetings with Financial Management staff and IT staff on the Pentamotion Financial Management System upgrade.
- Participated in a Department of Building and Housing Department Contractor's Seminar.
- Assisted with the P-3 Parking System Project Request for Proposal to be issued by City Council.
- Issued the Request for Proposal on the EIP Program.
- Held two bid openings for the Capital View Commerce Center Project.
- Prepared response to questions on the 2009 Budget for City Council.
- Met with personnel from the Mayor's Office of Special Projects, Department of Building and Housing Development and the Law Bureau on the upgrade to the HVAC system at the Broad Street Market
- Met with staff from DBHD, Law Bureau and Department of Administration to discuss the DCED New Communities Elm Street Residential Reinvestment Grant for Olde Uptown.
- Met with an Office Depot representative and Building Maintenance Supervisor on setting the City up to purchase copier paper supplies through the US Communities Piggyback Purchasing Program.

- Assisted the Accounting and Budget Offices in the year-end process of closing-out and re-opening of essential purchase orders and also the opening of the 2009 books in order to begin entering next year requisitions.
- Met with companies interested in doing business with the City, explaining the City's policies and procedures, adding them to the Bidder's List and distributing information to City's agencies.
- Trained new hires and new users on the Pentamotion Financial Management System Purchasing Module.
- Assisted the Accounting Office with Vendor Maintenance.
- Responded to questions and provided information regarding the Purchasing System, posed by auditors for the City's annual audit, State Liquid Fuels Audit, and various grant audits; also met with auditors from Maher Duessel to update and review audit procedures on the requisition and purchase order process.
- Responded to various bid surveys regarding public bid project status and award information.
- Responded to bidders on Right-to-Know requests for bid results.
- Worked with the City's Insurance Consultant in preparation for insurance renewals and obtained documents for the Request for Proposal.

Liability Claims:

Listed below is the number of liability claims processed through this office for the year.

	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>
Automobile Liability	51	71	36	66
General Liability	32	26	20	32
Property	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>
Totals:	83	97	57	98

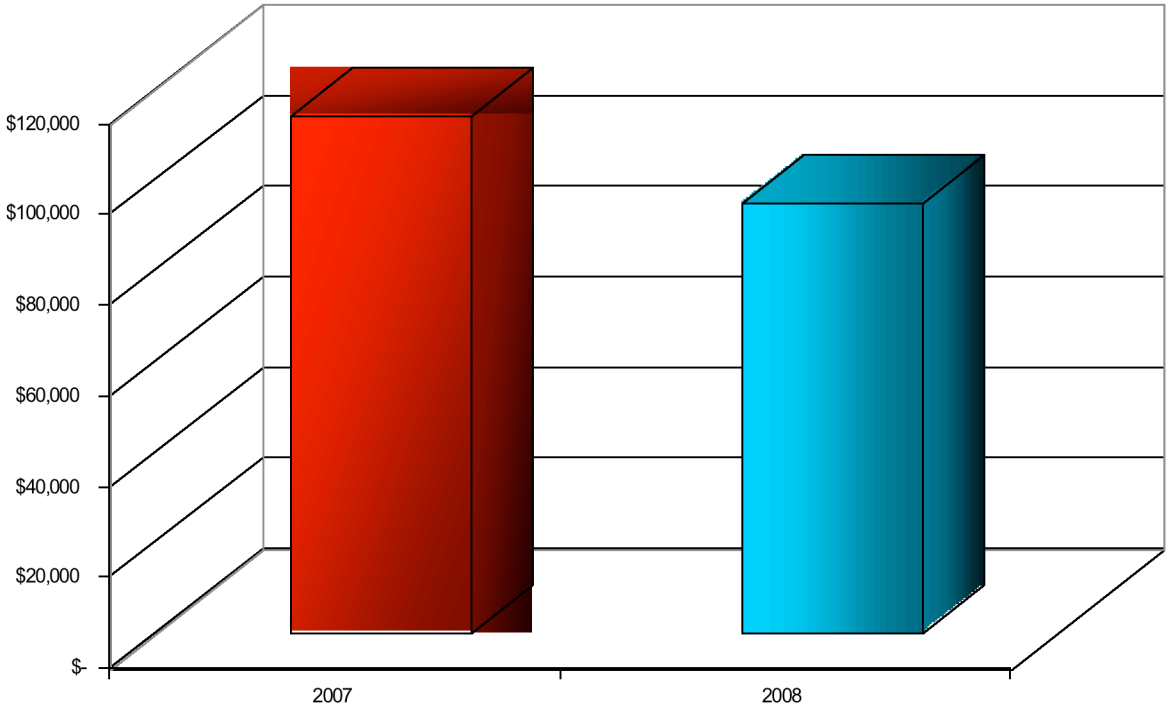
Listed below is the number of incidents that were under the City's deductible for insurance coverage with resultant damage to City-owned property:

	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>
Non-forwarded Claims	35	36	34	38

There was \$94,913 collected by this Office for damages to City owned property. In 2007, there was \$114,067 collected (See Chart 1).

CHART 1

Collected for Damages to City-Owned Property
2007 & 2008 Comparisons



BUREAU OF HUMAN RESOURCES 2008 ANNUAL REPORT

The Bureau of Human Resources is comprised of two divisions: the Human Resources Division and the Payroll Division. The Director of Human Resources manages both divisions of the bureau.

The Human Resources Division oversees and administers a wide range of centralized personnel services for City government including, but not limited to, recruitment, testing, screening, hiring and processing individuals to fill vacant positions, enforcing the Civil Service Rules and Regulations, and administering the promotional processes, where applicable, for the Harrisburg Police, Fire and Non-Uniformed Civil Service Commission. In addition, this Division also oversees unemployment compensation matters, exit interview processing, drug and alcohol testing, the management of healthcare and leave benefits, worker's compensation and, the administration of the Family and Medical Leave Act and the Americans with Disabilities Act.

The Payroll Division is responsible for processing the City's bi-weekly payroll, maintaining payroll records and managing federal, state, and local tax deductions as well as all other mandatory payroll deductions and voluntary contributions. Payroll staff is also responsible for ensuring all withholding reporting requirements are met. Staff also effectuates scheduled salary increases for bargaining-unit employees and merit pay increases based on performance evaluations for management personnel.

Human Resources Division:

- Recruitment and Placement - As non-civil service positions became available throughout City government, the Human Resources Division worked toward filling the available positions in several ways. The internal bidding process was used for filling non-uniformed bargaining unit positions. Management level positions and those positions which were not filled through the internal bidding process were opened to the public via the application process. The Human Resources Division was responsible for posting and advertising vacancies, accepting completed applications and distributing suitable applications to the appropriate Department or Bureau Directors for review and consideration. Available civil service positions were filled in accordance with the requirements set forth by the Third Class City Code, Optional Charter, and the applicable Harrisburg Civil Service Commission Rules and Regulations.

- Outreach - As a part of the City's recruitment effort to fill available positions, the Human Resources Division sent job notices to colleges, job centers, inter-denominational groups, community leaders, community groups and other non-profit and for-profit agencies. In addition, the Human Resources Division advertised available positions in local and regional newspapers, trade journals and government publications, and on the internet and City's website. This extensive effort enabled the City to reach a diverse population of potential candidates.
- Random Drug Testing - The Human Resources Division administered the City's Random Drug and Alcohol Testing Program covering all employees whose positions require commercial driver's licenses in accordance with Federal and State law and City policy.
- Health Benefits - The Human Resources Division maintained responsibility for health benefits and life insurance administration. City health benefits include medical, dental, and vision and prescription drug coverage for all full-time active employees and retirees.

Medical savings were realized for 2008 in the amount of \$83,504.00. This was the result of changing our administrative fee structure from percentage of claims to per contract per month.

Dental savings were realized for 2008 in the amount of \$37,589.37. This was the result of changing our administrative fee structure from percentage of claims to per employee per month.

Prescription Drug Rebates and Audit settlements were received in 2008 in the amount of \$107,662.56.

Stop-Loss Insurance reimbursements were received in 2008 in the amount of \$264,473.22.

Medicare Part D reimbursements were received in 2008 in the amount of \$66,039.73.

- Labor Relations - The Human Resources Division participated in labor/management meetings.
- Worker's Compensation – The Human Resources Division was actively involved in the management of Worker's Compensation and Heart and Lung claims. The Heart and Lung Program is a statutorily required benefit for the City's police officers and firefighters, providing supplemental benefits for those uniformed employees injured in the line of duty and as a result of their work.

The Human Resources Division processed 122 IOD/Worker's Compensation claims during 2008 (See Chart 2). The following is a breakdown of claims processed:

Firefighter	33
Police	49
Non-Uniformed	40
Total	122

Precautionary claims are not included in the 122 worker's compensation claims that were submitted. These claims are tracked by individual departments.

The chart below represents the financial outcome of the IOD/Worker's Compensation Program for the year 2008.

Open Claims	68
Total Payouts	\$1,285,354.80
Reserves	\$2,122,009.84
Litigated Claims	29
Reserves for Litigated Claims	\$1,598,017.14
Medical Bill re-pricing Savings	\$ 327,835.19

- Affirmative Action/Equal Employment Opportunity - The Human Resources Division monitors equal employment opportunities to be in compliance during the recruitment and placement processes.
- Applications - As the result of recruitment activities, the Human Resources Division received 1,155 applications/resumes for employment.
- New Employees - The Human Resources Division processed 203 new employees during 2008 (See Chart 3). The following is a breakdown by position classification of new employees processed during 2008:

Elected Officials	1
Management	11
Bargaining Unit	23
Police Bureau (civil service)	6
Fire (civil service)	5
Temporary	157
Total	203

- Separations - The Human Resources Division processed 185 separations of employment during 2008 (See Chart 4). The following is a breakdown by position classification of employment separations during 2008:

Elected Officials	1
Management	16
Bargaining Unit	18
Police Bureau (civil service)	6
Fire (civil service)	0
Temporary	144
Total	185

- Codes Enforcement Officer Recruitment - On August 6, 2008, the Harrisburg Non-Uniform Civil Service Commission approved the proposed amendments to the Non-Uniform Civil Service Rules and Regulations.
- The Bureau of Human Resources accepted applications for the position of Codes Enforcement Officer from October 14, 2008 through November 14, 2008. A total of three applications were received by the Bureau of Human Resources for the position of Codes Enforcement Officer. On November 21, 2008, the Bureau of Human Resources sent notification letters to the three applicants informing them that the City has temporarily suspended the recruitment process for the position of Codes Enforcement Officer and will be re-opening the recruitment process to accept additional applications for the position of Codes Enforcement Officer sometime in early 2009.
- Firefighter Recruitment - Pre-employment interviews were conducted on January 3 and 4, 2008. The Firefighter Combat Physical Ability test was conducted on January 29, 2008, for six candidates. On February 8, 2008, conditional job offers of employment were extended to four candidates for the position of firefighters. The four candidates successfully completed all pre-employment evaluatory processes and began the Fire Academy at Harrisburg Area Community College (HACC) on March 3, 2008. One Firefighter was reinstated through an arbitration award.
- Patrol Officer Recruitment – Pre-employment physical examinations were conducted on January 2, 2008, and the psychological evaluations and interviews were conducted on January 3, 2008, for two candidates who received conditional job offers of employment in December 2007. The two candidates successfully completed all pre-employment evaluatory processes and were sworn-in as Harrisburg Patrol Officers on January 11, 2008, and began their employment on January 14, 2008. One of the new officers began his Municipal Police Officer Education and Training Commission Police Academy (MPOETC) at Harrisburg Area Community College (HACC) on January 14, 2008. The remaining officer, who was already certified under Act 120, began his in-house field training on January 14, 2009.

The City elected to participate in the Dauphin County Chiefs Police Association's (DCCPA) Police Officer recruitment in order to establish a new civil service eligibility list. The DCCPA accepted preliminary applications for the position of Police Officer from January 7, 2008 through March 7, 2008. DCCPA received a total of 225 preliminary applications. On March 31, 2008, the Bureau of Human Resources received a list from DCCPA containing the names and test scores of the 129 applicants who passed the physical fitness test and sat for the written examinations. Out of the 129 applicants, 93 applicants indicated an interest in employment with the City of Harrisburg. 84 applicants obtained a minimum score of 70% or above on the written examination. Out of the 84 applicants, 61 applicants returned their supplemental application. The nine applicants whose scores were less than 70% were disqualified from the recruitment pursuant to the Harrisburg Police Civil Service Rules and Regulations.

On April 4, 2008, the Bureau of Human Resources sent out notifications letters to the 84 Harrisburg applicants informing them of the process for making formal application for the position of police officer with the City of Harrisburg and the general qualifications as outlined in the Harrisburg Police Civil Service Rules and Regulations that must be satisfied in order for such application to be accepted by the City of Harrisburg.

On April 12, 2008, the Bureau of Human Resources turned-over to the Bureau of Police the application files of the top 23 candidates named on the Qualified Eligibility List to have completed background investigations performed. During the month of May, police background investigations were completed and the 23 files of the top applicants from the Qualified Eligibility List were returned to the Bureau of Human Resources. Out of the 23 applicants, two applicants withdrew, 15 applicants were disqualified, and six applicants remained eligible for pre-employment interviews.

Four of the 15 applicants disqualified during the background investigations filed timely appeals to their disqualifications. On June 6, 2008, the Police Civil Service Commission held appeal hearings for these four disqualified applicants. Three appeals were denied and one appeal was upheld and the applicant's name was reinstated on the Qualified Eligibility List and became eligible to proceed to the pre-employment interview. Pre-employment interviews were conducted on June 9, 2008.

On June 10, 2008, the Bureau of Human Resources turned-over the remaining 38 applicants named on the Qualified Eligibility List to the Bureau of Police to have completed background investigations performed.

On June 11, 2008, the Police Civil Service Commission established a new Certified Appointment Eligibility List for the position of Police Officer containing the

names of the six candidates who successfully completed all requirements for inclusion on the Certified Eligibility List.

On June 12, 2008, conditional offers of employment were extended to the six candidates. One police officer recruit declined the City's conditional job offer and one conditional offer was rescinded as the result of the police recruit failing the pre-employment physical examination.

The four candidates who successfully completed all pre-employment evaluatory processes were sworn-in as Harrisburg Police Officers on July 2, 2008, and began their training at the Municipal Police Officer Education and Training Commission (MPOETC), Police Academy at Harrisburg Area Community College (HACC) on July 7, 2008.

During the month of November, police background investigations were completed and the remaining files of the 38 applicants named on the Qualified Eligibility List were returned to the Bureau of Human Resources. Out of the 38 applicants, 12 applicants withdrew, 16 applicants were disqualified, and 10 applicants remained eligible for pre-employment interviews. Three of the 16 applicants disqualified during the background investigations filed timely appeals to their disqualifications.

Pre-employment interviews were conducted on December 10 and 11, 2008, for the 13 applicants. Ten applicants were eligible to advance to this phase of the recruitment process, and the three candidates who were disqualified as the result of the police background investigations, requested a hearing before the Police Civil Service Commission.

On December 12, 2008, the Police Civil Service Commission held appeal hearings for these three disqualified applicants. Two appeals were denied and one appeal was upheld and the applicant's name was reinstated on the Qualified Eligibility List and became eligible to proceed to the pre-employment interview. Additionally, on December 12, 2008, the Police Civil Service Commission re-certified a new Certified Appointment Eligibility List for the position containing the names of 11 candidates who successfully completed all requirements for inclusion on the Certified Eligibility List.

On December 17, 2008, conditional offers of employment were extended to nine candidates. One candidate declined the City's offer of employment and one conditional offer was rescinded as the result of the applicant failing the Police Academy pre-entrance reading and physical fitness tests.

The Municipal Police Officers Education and Training Commission (MPOETC) Police Academy at Harrisburg Area Community College (HACC) is scheduled to begin on January 20, 2009.

- Services - The Human Resources Division also provided assistance to managers and supervisors in the administration of the three collective bargaining agreements and enforcement of certain policies including, but not limited to, the Workplace Violence Policy, City's Family and Medical Leave Policy, American's with Disabilities Act Policy, Alcohol Misuse and Anti-Drug Program Policy, and Worker's Compensation Procedures.
- Transactions - The Human Resources Division maintained the official personnel files for all City employees. The Human Resources Division also maintained and updated 1,323 health benefits records, ordered 388 ID cards, processed 93 Cobra notifications and resolved 19 health insurance billing issues for full-time employees. In addition, the Human Resources Division processed 1,197 Payroll Action Forms in 2008.

Payroll Division:

- The Payroll Division ensured that all City employees were paid and that all applicable deductions were taken for taxes, pension plan contributions, court orders, deferred compensation plan contributions and other accounts payable for employees' voluntary deductions. The Payroll Division continued to utilize the computerized timesheet application that was written by the City's Bureau of Information Technology and payroll software from Automated Data Processing (ADP), a worldwide provider of payroll processing services. In addition to accurate biweekly payroll processing, the Payroll division was responsible for the timely transmittal/impoundment of all funds related to mandatory and voluntary payroll deductions and distribution of annual W-2 Forms in accordance with the law.

CHART 2

IOD/Workers' Compensation Claims
2007 & 2008 Comparison

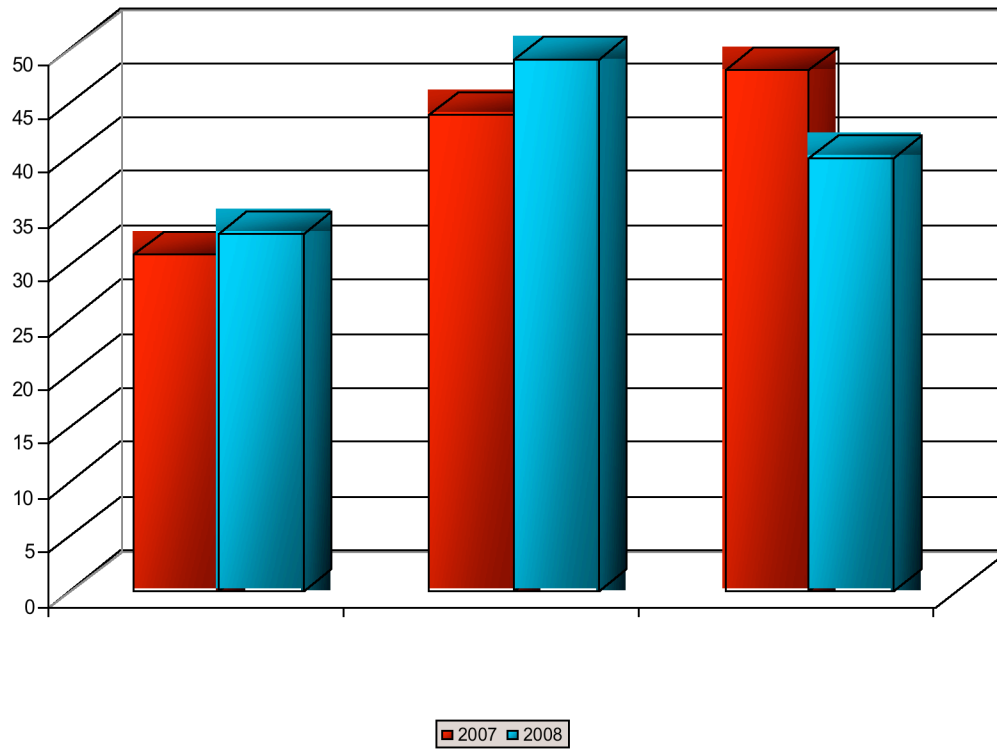


CHART 3

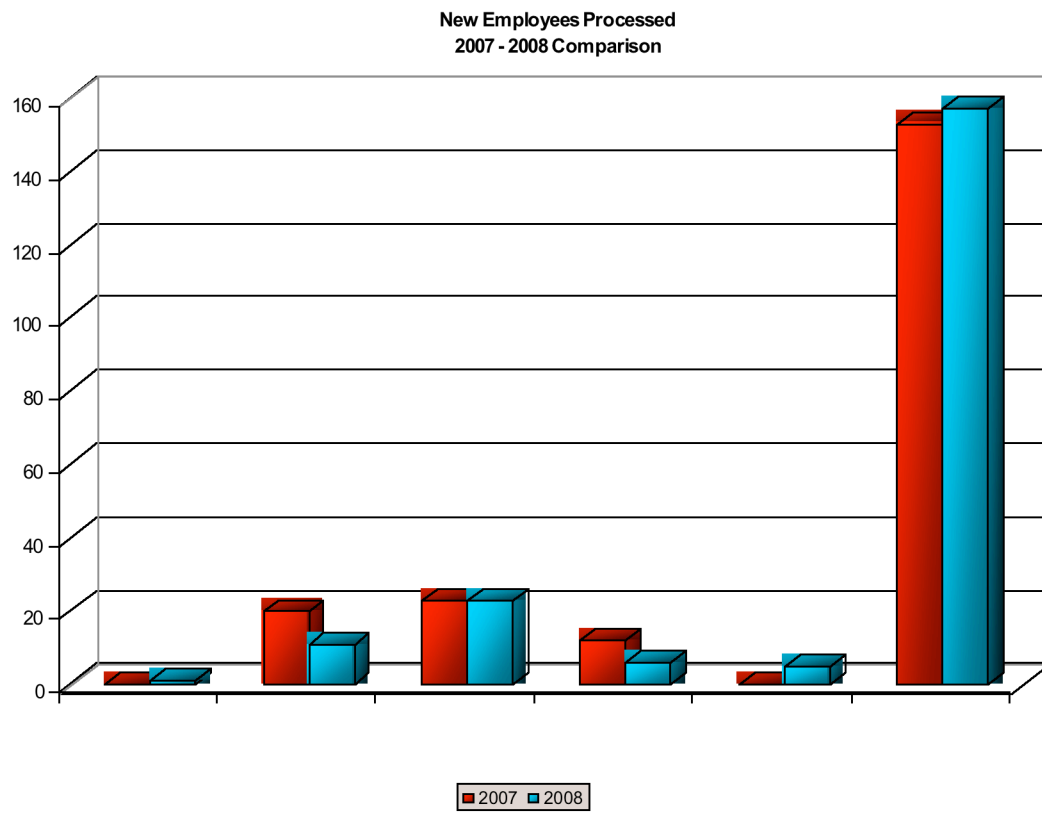
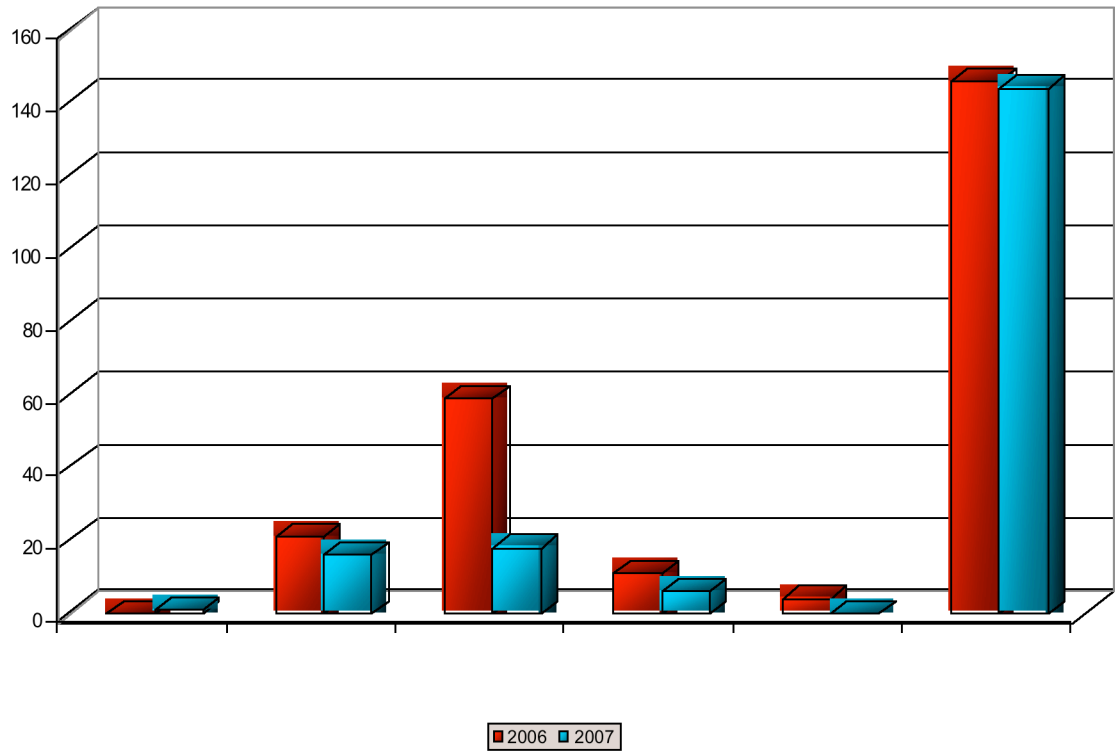


CHART 4

Separations Processed
2007-2008 Comparison



BUREAU OF INFORMATION TECHNOLOGY 2008 ACCOMPLISHMENTS

Mainframe:

- Implemented Fast Copy on our IBM Mainframe. By using this procedure, we are able to instantly copy our whole production system to another section on the SAN (Storage Area Network); allowing us to bring our Production System back online within 20 to 25 minutes rather than 50 to 60 minutes. Our backup tapes for off-site storage can be created after the system is up.
- Altered page sizes in Utility Database as the original sizing was wasting space. This change cut the processing time in half for Utility Payments being posted from the Treasury System.
- Altered the Property System to increase the size of the database to accommodate the School Homestead Appraisal records for real estate taxes.
- Archived Dispatch Calls and Messages from the production system to the archive system to free up needed space.
- Altered the Treasury Database to accommodate matching the Project Codes located in the Pentamotion Accounting System.
- Installed a new release of CA Visual Express Software used to access mainframe database information to produce reports and pull data into spreadsheets.
- Implemented programs to calculate and print School Real Estate Tax refund checks.

Revenue:

- Created a letter to be mailed to commercial and dumpster accounts requesting the number of units for trash disposal rate changes.
- Created new Mercantile programs to print Revocation and Payment Plan Reminder Letters.
- Revised the Clear City Letter and implemented the new Rental Inspection Letter for the Bureau of Codes Administration.

- Revised the Treasury System to accept penalty payments for overdue Electrical and Plumbing Licenses, to comply with the new City Ordinance which authorizes a \$30.00 fee.
- Created a report of all deleted Treasury payments from the Treasury log tape for audit control.
- Revised Mercantile Consolidated Invoices for 2008 and flagged accounts not paid with penalties.
- Altered the Downtown Improvement District (DID) Tax Bills, revised wording on these Bills and printed them.
- Converted the Dauphin County Delinquent Tax payment processing from tape input to PC file input.
- Created an online print request for the Bureau of Codes to print new/revised Electrical and Plumbing Licenses. License used to be manually typed.
- Added Code's Permit types to the Mercantile System (electrical, plumbing, building and demolition).
- Altered the Grievance System to expand the comment area so that more details can be entered.
- Created Actuary Reports to comply with the GASB 45; reporting cost and financial obligations that are incurred by post-employment benefits other than pensions.
- Altered the Property Appraisal File to support School Real Estate Homestead approval flag along with the approved value.
- Expanded quarterly pension comments in our Personnel System (DPER) to meet the needs of the Conrad Siegel Actuaries.
- Altered the Bureau of Codes permit processing to retrieve Mercantile account data prior to issuing a permit. This process validates that contractors have an active mercantile license.
- Created worksheets to validate data to comply with Act 169 of the Pennsylvania School Code for the Treasury Office.
- Created Automated Clearing House (ACH) processing for City and School Real Estate Tax payments. Payments are deducted in full or by payment plan from the customer's checking account.
- Altered the process of Mercantile NSF (non-sufficient funds) payments to place a hold on a Mercantile account until the fee is paid.

- Altered tracking in the Mercantile system to record user id, date and time updated of comments.
- Created the Fire Prevention, Sidewalk and Rooming House Permit process in the Mercantile system.
- Created a breakout program of Blue Shield benefits for Finance Bureau.
- Revised the Mercantile processing to allow "HOLDS" to be placed on General Licenses, Parking Licenses and Taxes, and Fuel licenses that are not paid.

METRO (Public Safety Informative Resource Network):

- Created an audit report for Parking Enforcement to audit times and areas that Parking Enforcement Officers are issuing tickets.
- Created screens in our Police Dispatching System for Operation Positive Impact; where contact with citizen's are logged and approved.
- Responded to an RFI (Request for Information) for a County-Wide Police RMS (Report Management System) and provided a demonstration of the City's METRO Report Management System.
- Altered the automated processing of the file from Dauphin County Prison System to accept their new file format.
- Created a program to match prison inmate files from Dauphin County who have active warrants. This program creates a list of persons being held who have active warrants to be served.
- Altered the probation search to automatically check for active warrants.
- Created PDF reports which are e-mailed to Police Platoon and Department Supervisors to monitor subpoenas that are not acknowledged.
- Devised a method to search for a word, or string of words, to find Criminal Charges and Traffic Code cites.
- Altered Vehicle Make Codes to match the AOPC (Administrative Office of Pennsylvania Courts) changes that were implemented. These codes are used by the Citation and Parking Ticket Systems.

Network/Server:

- Capital Lease/Purchase Funding allowed for many upgrades and project implementations over the course this year.
 - More than 10 printers and 50 computer systems were replaced providing staff with the tools to perform their work responsibilities more efficiently.
 - The Internal wireless network was dissolved due to hardware-related failures which were creating substantial costs to the City rather than a return on investment. Remote facilities that were utilizing the wireless technology have been migrated to a Comcast Business Solution. This solution has provided a stable solution for these facilities and has proven to be more cost effective.
 - Completed the roll out of new police vehicles to include enhanced wireless capabilities as well as new Mobile Data Terminals (MDT's). This project plan was implemented in three phases.
 - Email services, as well as a SPAM Firewall appliance, were implemented in our internal organization. This communication tool allows for centralized management of all mail accounts, in addition to message queuing, routing, message tracking and necessary troubleshooting utilities to effectively administer such services. This has allowed us to successfully stabilize what has become the primary source of communication for our end users.
 - Upgraded the accounting system which included replacement of hardware, the operating system and application.
 - Implemented a new backup and recovery solution. This solution has allowed us to obtain reliable backups of critical data necessary for restoration and disaster recovery.
 - Upgraded the phone server Telephony Management application. This project included the replacement of hardware and commenced with data migration.
- Completed relocation of all network data to new data Storage Area Network (SAN). This storage provided much needed disk capacity for internal systems and end user data.
- Performed Payroll system upgrades required to meet security and compliance related payroll processing issues.

- Upgraded network interface cards in several heavily utilized servers necessary to optimize bandwidth and network performance. This minimal cost solution was necessary until we are able to move forward with another solution or replacement of this physical hardware.
- Completed migration of dedicated Internet circuit which included a change in service providers. Services under this new contract provide an annual cost savings of more than \$1,500 to the City.
- Completed new Web design with an internal collaborative effort of the Bureau of Information Technology and the Mayor's Office of Economic Development and Special Projects. Information and input was provided by all City Department Heads and Bureau Directors.

Help Desk:

- WebGov, is the host of our current Help Desk solution. The Bureau of Information Technology has received and resolved more than 1,800 trouble tickets during this year, in addition to completing a number of projects.

BUREAU OF OPERATIONS AND REVENUE 2008 ACCOMPLISHMENTS

In 2008, the Bureau of Operations and Revenue collected \$29,115,714.99 in refuse, disposal, water, ready-to-server, sewer, sewer maintenance and fireline payments. This was \$562,383.76 less than collected in 2007 (See Chart 5). Of this amount:

- \$7,615,448.30 in sewer charges was collected from outside municipalities, which is \$425,862.49 more than was collected in 2007 (See Chart 6).
- \$281,716.88 in fireline charges was collected (See Chart 7);
- \$1,974,240.21 was collected from large-volume accounts billed manually (See Chart 8);
- \$1,945,428.31 was collected from Susquehanna Township accounts (See Chart 9).
- \$4,249,480.55 was collected through the water shutoff program (See Chart 10);

On other fronts, the Bureau of Operations and Revenue:

- Targeted 9,830 accounts for the Water Shutoff program, which is 146 accounts more than were targeted in 2007 (See Chart 11);
- Terminated water service at 987 residential and 62 commercial properties;
- Processed 2,356 settlement sheet requests;
- Collected \$398,165.02 in payments on City-held liens and civil suits, and filed 1 new utility lien to protect the City's interests (See Chart 12);
- Filed 8 liens and 0 civil suits to secure the City's cost of demolition on vacant and blighted structures;
- Filed 71 liens to secure the City's interest on accounts protected by bankruptcy and collected \$145,921.30 in bankruptcy payments;
- Received 393 delinquency inquiries from the Harrisburg Housing Authority on Section 8 properties;
 - 303 properties have been qualified for Section 8;
 - 90 properties have been disqualified for Section 8;

The Tax and Enforcement Office collected \$3,140,519.84 (See Chart 13). In addition, the Tax and Enforcement Office:

- Received \$99,332.62 from the Harrisburg School District for the collection of their Business Privilege and Amusement Taxes (See Chart 14);
- Received \$5,890.00 from dog licenses and Issued 414 dog licenses (See Chart 14);
- Issued 530 new Mercantile and Business Privilege Licenses generating revenue totaling \$21,120.00 (See Chart 15);
- Connected 2 new burglar/fire alarms to the Police Communications Center and collected \$26,903.60 in burglar/fire alarm revenue (See Chart 14).
- Issued 361 prior-year licenses, generating revenue totaling \$14,440.00;
- Issued 1,792 new Business Privilege/Landlord Licenses, generating revenue totaling \$71,680.00.

CHART 5

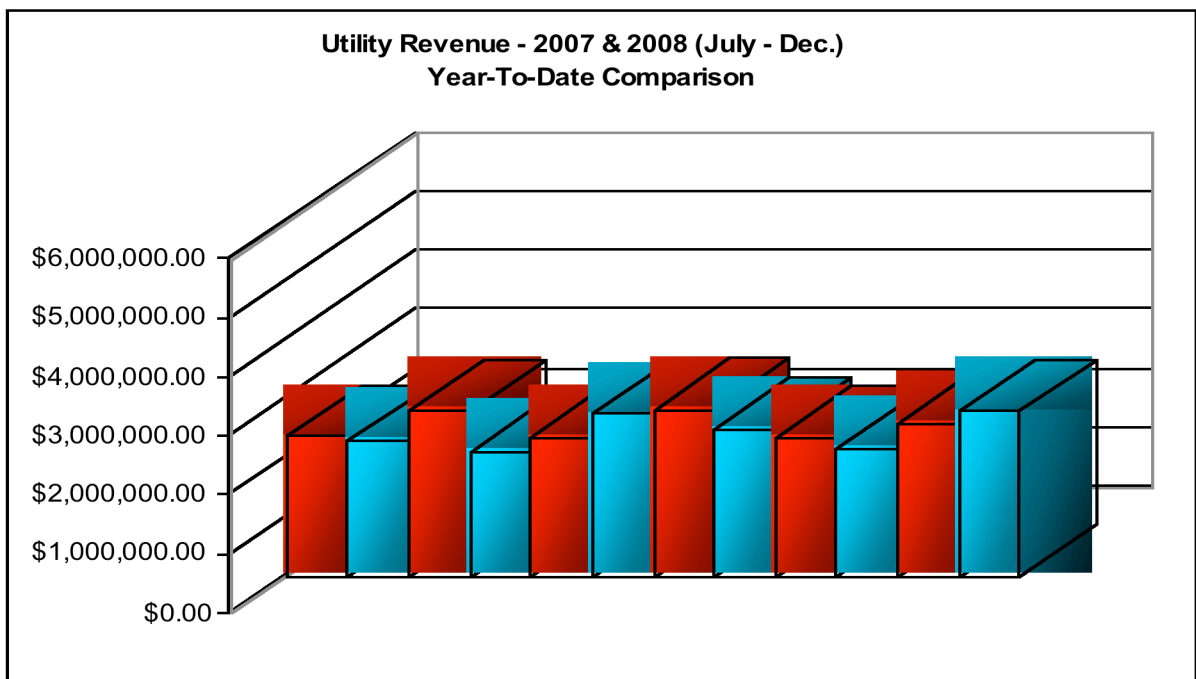
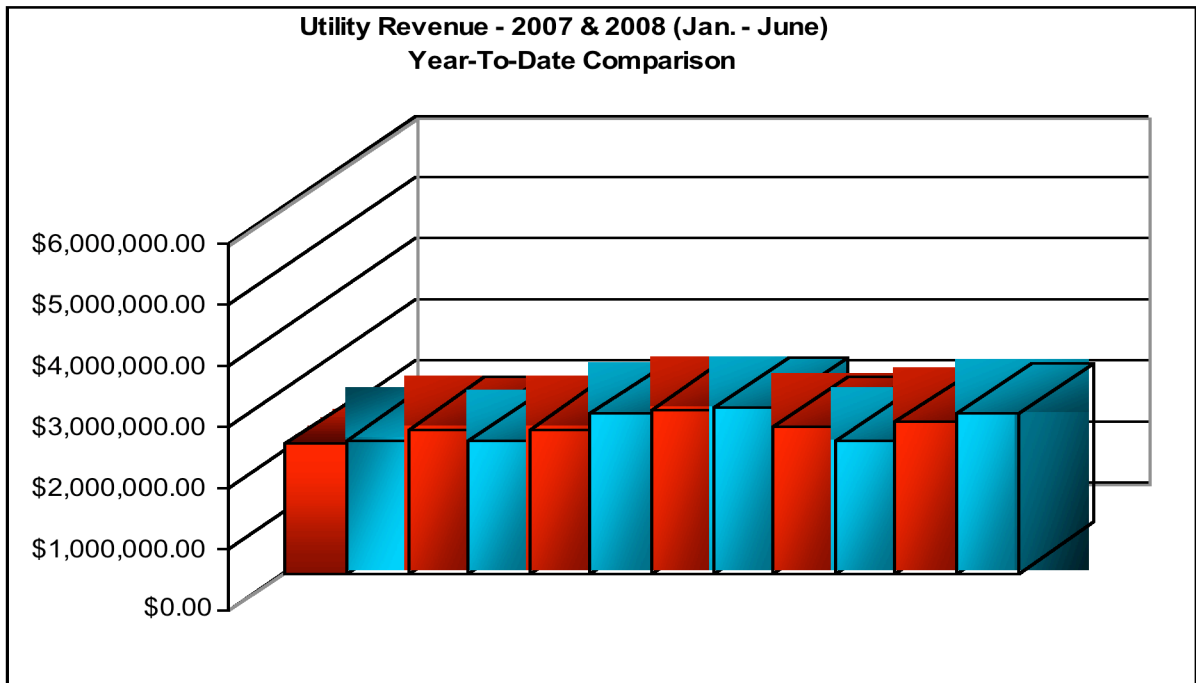


CHART 6

**Sewer Charges-Outside Municipalities Revenue
2007 & 2008 Comparison**

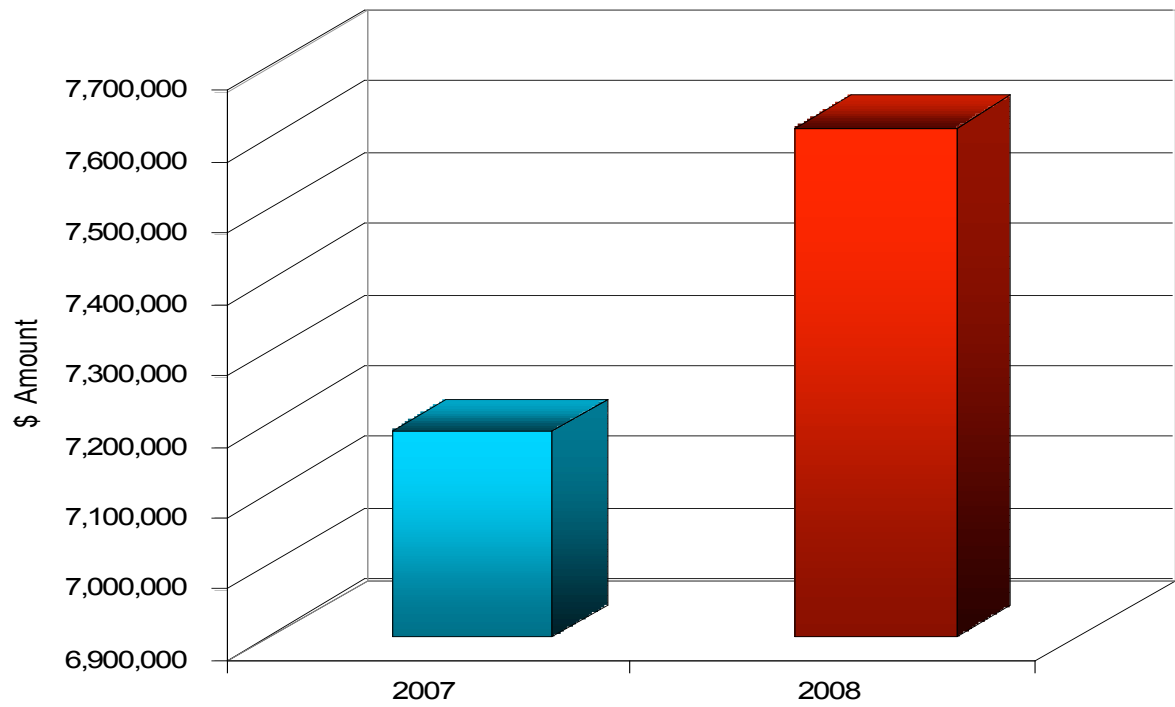


CHART 7

**Firelines Revenue
2007 & 2008 Comparison**

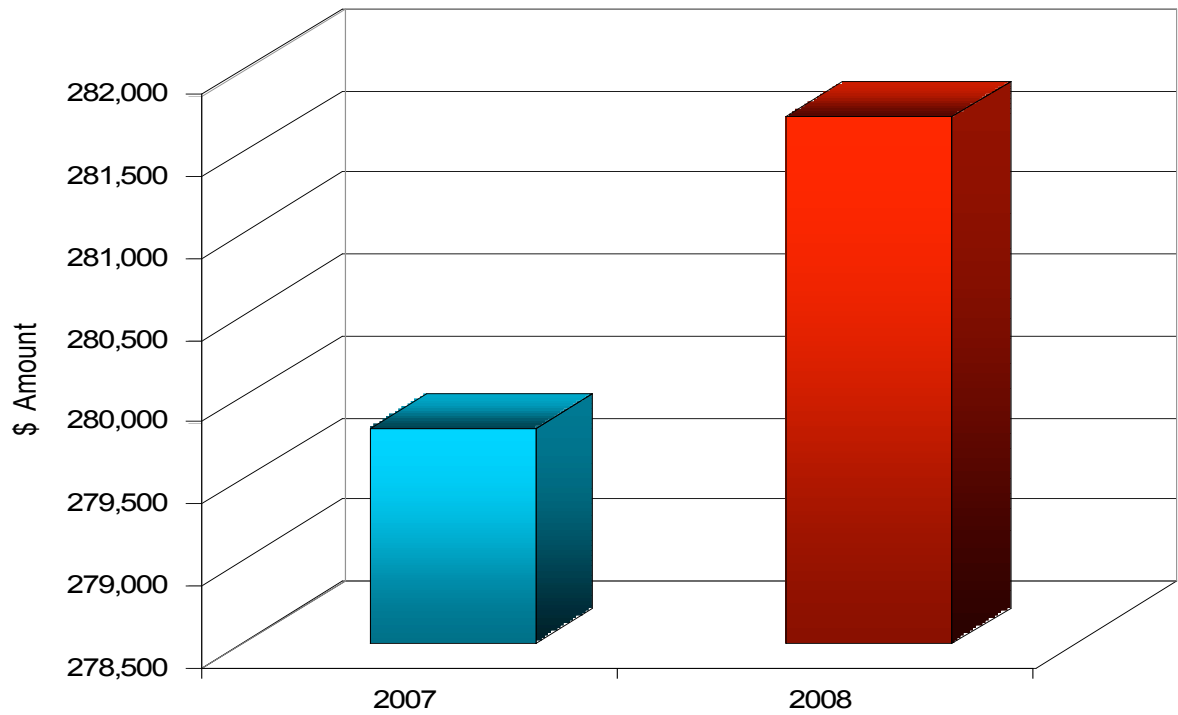


CHART 8

**Large-Volume Accounts Revenue
2007 & 2008 Comparison**

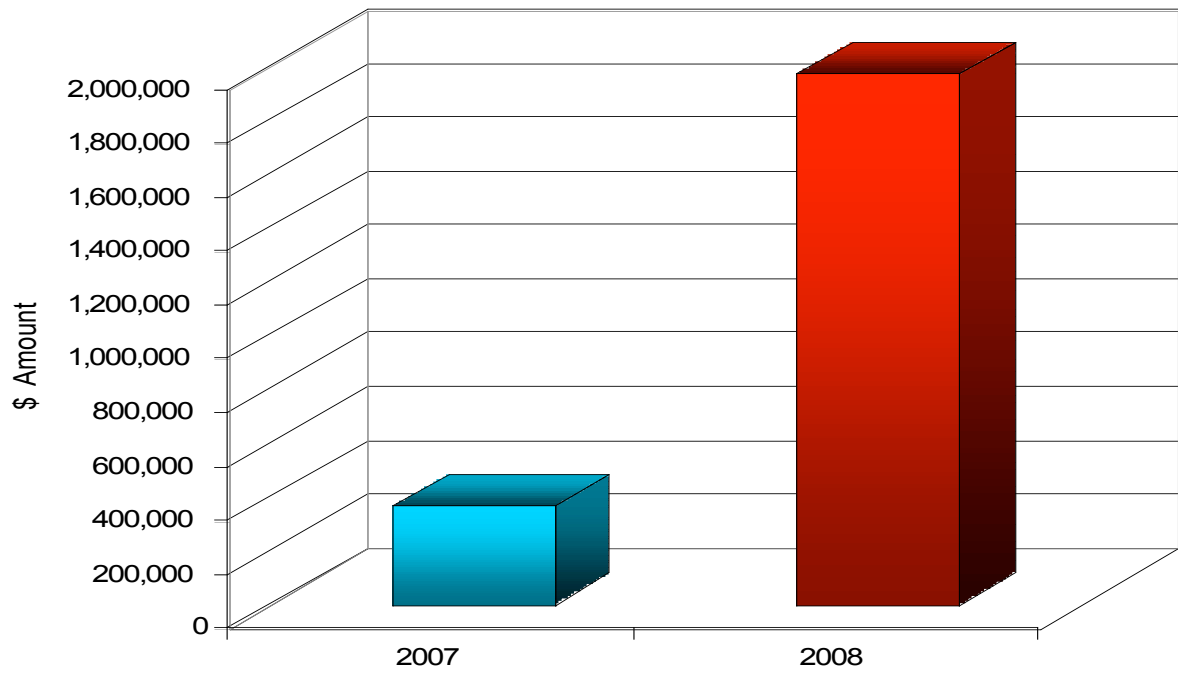


CHART 9

**Susquehanna Twn. Accounts Revenue
2007 & 2008 Comparison**

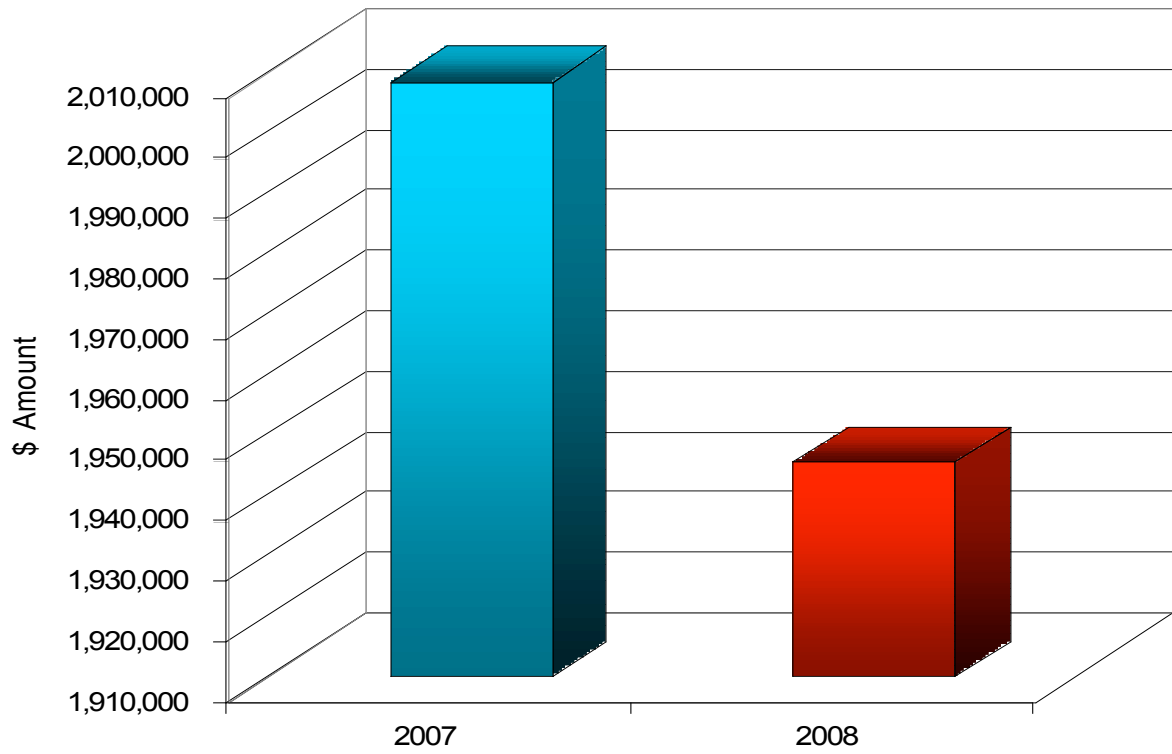


CHART 10

**Water Shut-Off Revenues
2006 & 2007 Comparison**

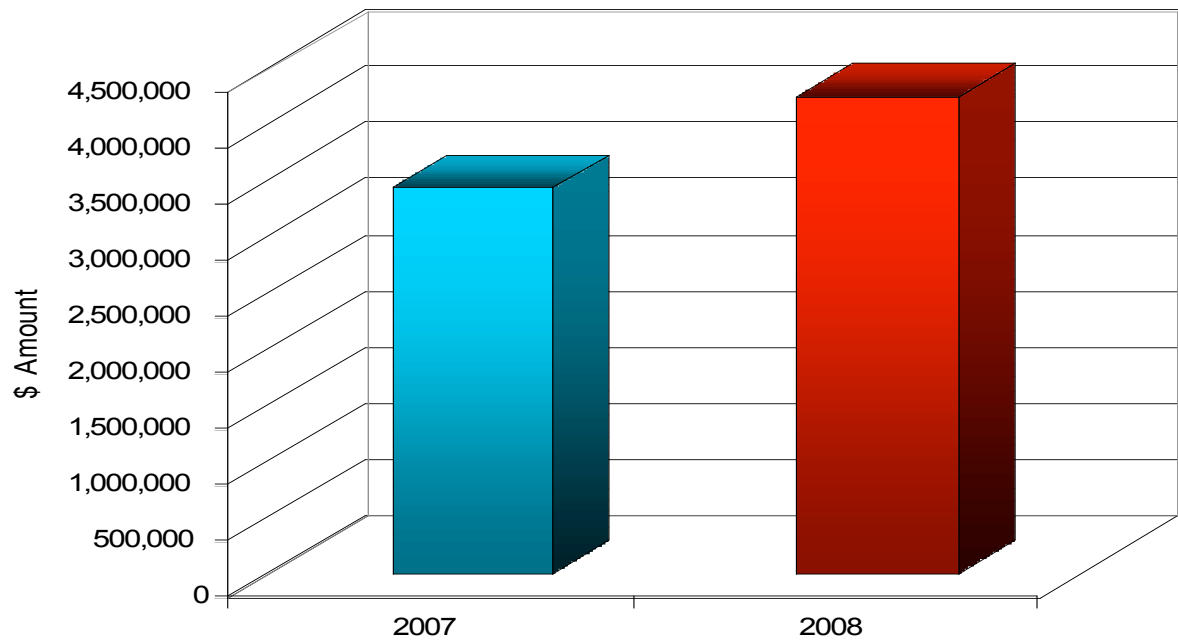


CHART 11

**Water Shutoff Accounts
2006 & 2007 Comparison**

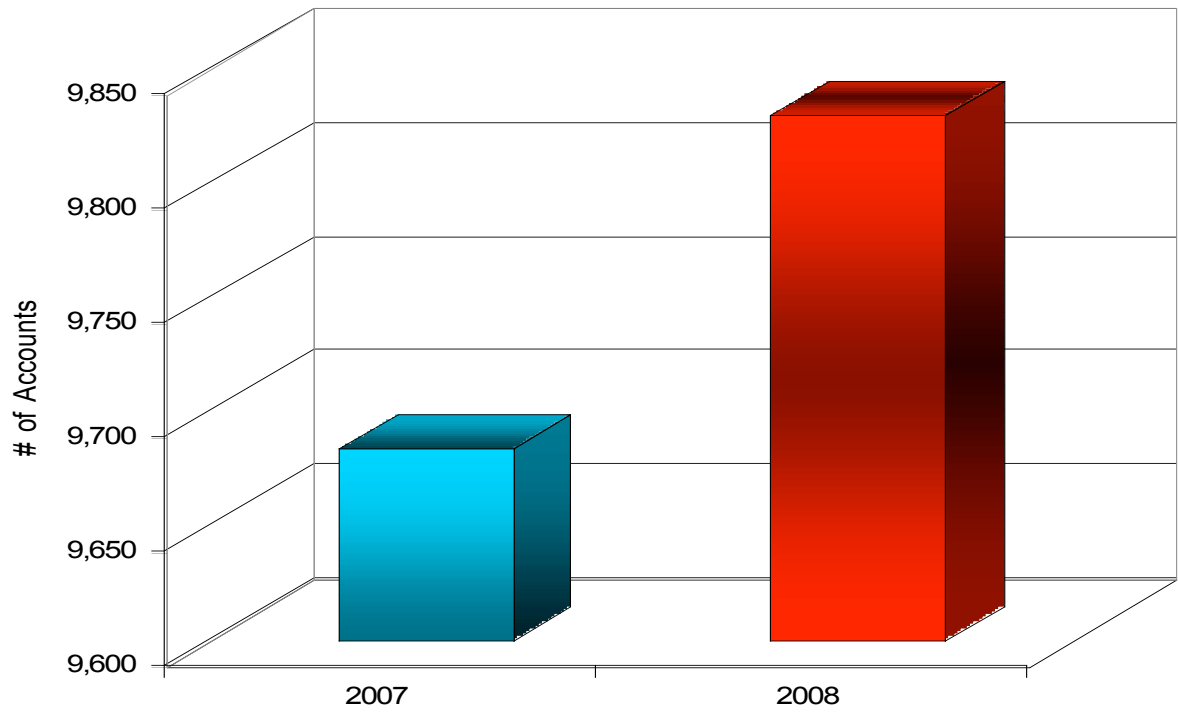


CHART 12

**Lien Payments
2007 & 2008 Comparison**

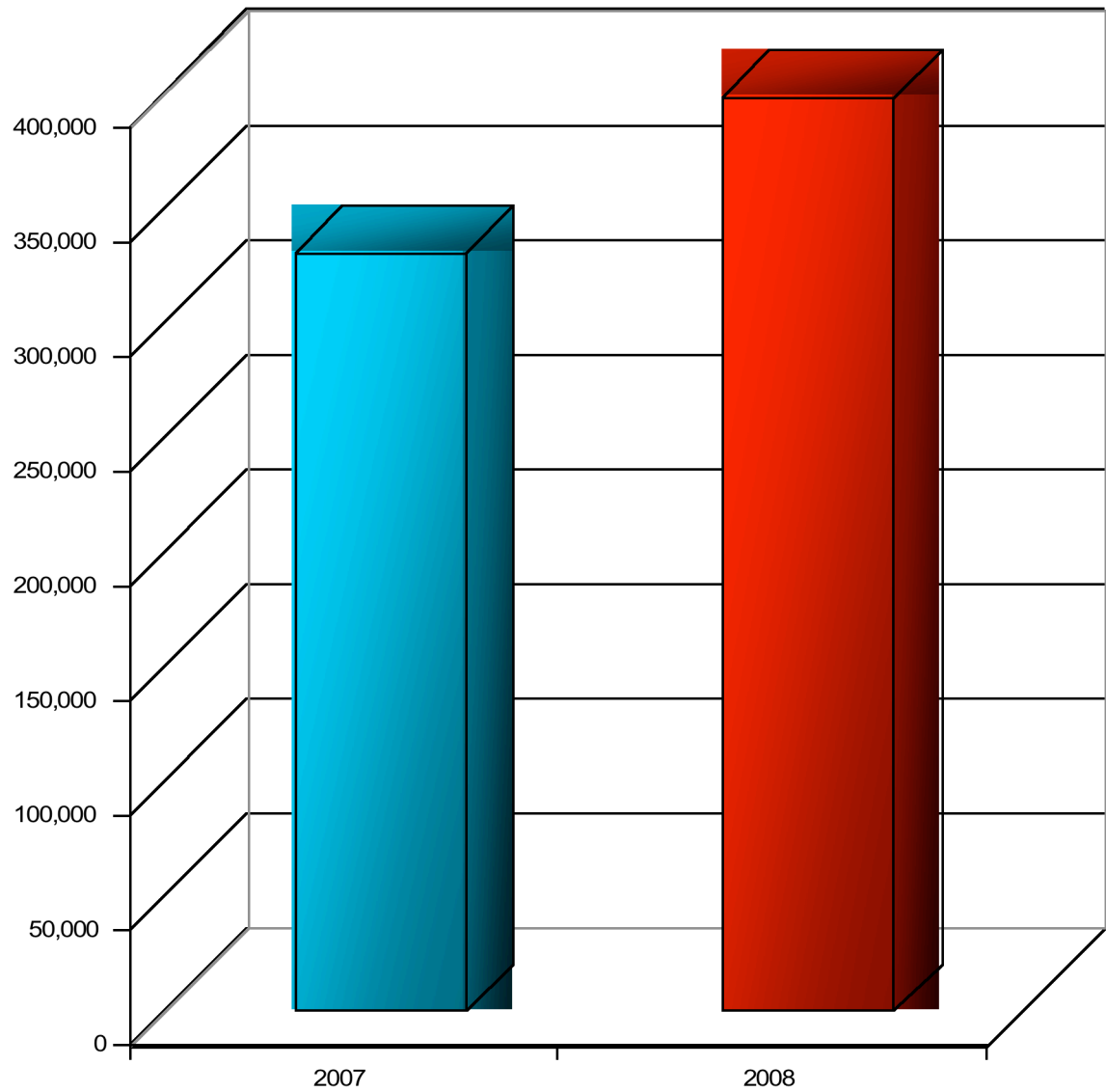


CHART 13

**Mercantile/Business Privilege Revenues
2007 & 2008 Comparison**

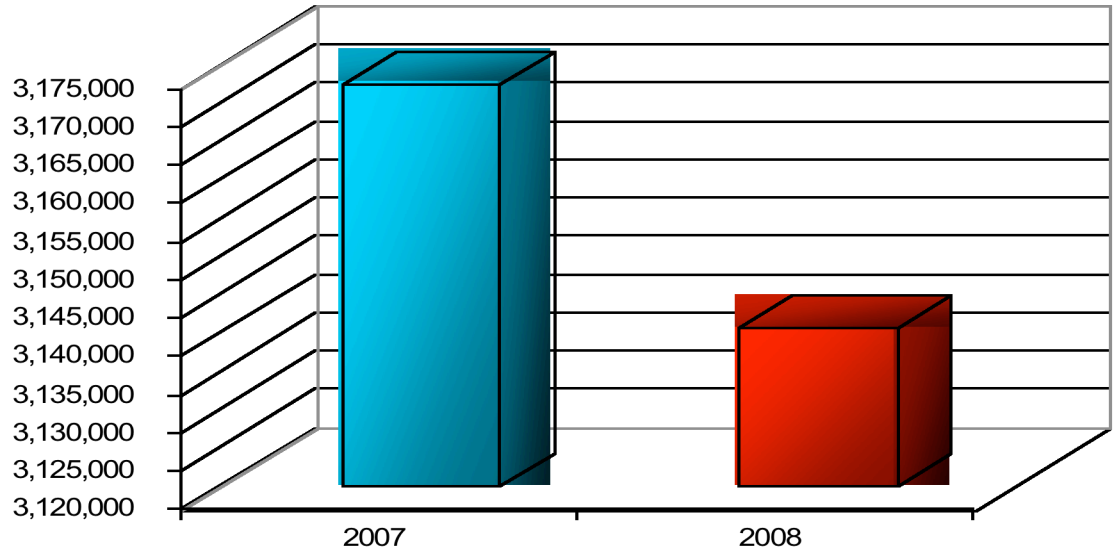


CHART 14

**Other Tax & Enforcement Revenues
2007 & 2008 Comparison**

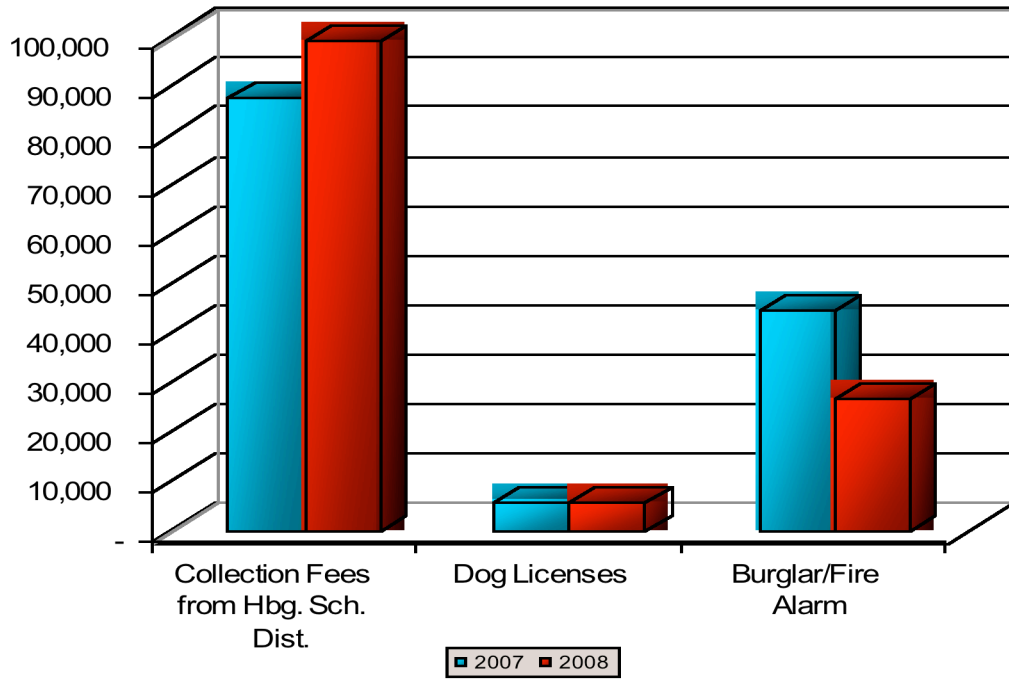
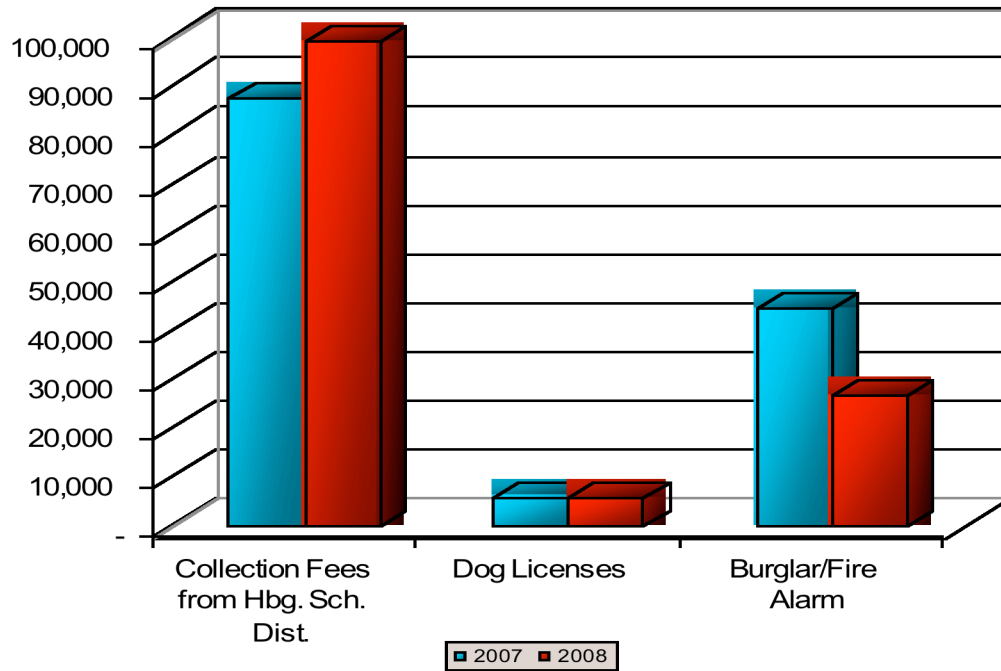


CHART 15

**Other Tax & Enforcement Revenues
2007 & 2008 Comparison**



EXPENDITURE ANALYSIS SUMMARY
2008 BUDGET

	2006 <u>Actual</u>	2007 <u>Actual</u>	2008 <u>Actual</u>
DEPARTMENT OF ADMINISTRATION:			
<u>0110 - Office of the Director</u>			
Personnel Services	264,033	215,356	215,356
Operating Expenses	10,529	43,755	43,755
Capital Outlay	0	0	0
Totals:	274,562	259,111	259,111
<u>0112 - Bureau of Financial Management</u>			
Personnel Services	569,359	532,094	534,093
Operating Expenses	200,199	195,233	195,233
Capital Outlay	0	0	0
Grants	0	25,000	25,000
Non-Expenditure Items	0	0	
Totals:	769,558	752,327	754,326
<u>0116 - Bureau of Information Technology</u>			
Personnel Services	804,692	727,691	726,943
Operating Expenses	135,273	304,030	304,030
Capital Outlay	207,239	147,822	147,822
Totals:	1,147,204	1,179,543	1,178,795
<u>0117 - Bureau of Human Resources</u>			
Personnel Services	380,879	314,443	312,443
Operating Expenses	64,444	77,709	77,709
Capital Outlay	0	0	0
Totals:	445,323	392,152	390,152

	2006 <u>Actual</u>	2007 <u>Actual</u>	2008 <u>Actual</u>
<u>0121 - Mayor's Office for Labor Relations</u>			
Personnel Services	111,715	0	0
Operating Expenses	20,504	0	0
Capital Outlay	0	0	0
Totals:	132,219	0	0
<u>0124-0128 - Bureau of Operations & Revenue</u>			
Personnel Services	756,532	797,134	797,883
Operating Expenses	33,917	52,372	52,372
Capital Outlay	0	0	0
Non-Expenditure Items	0	0	0
Totals:	790,449	849,506	850,255
TOTAL DEPARTMENT OF ADMINISTRATION			
Personnel Services	2,887,210	2,586,718	2,586,718
Operating Expenses	464,866	673,099	673,099
Capital Outlay	207,239	147,822	147,822
Grants	0	25,000	25,000
Non-Expenditure Items	0	0	0
TOTAL EXPENDITURES	3,559,314	3,432,639	3,432,639

DEPARTMENT OF ADMINISTRATION PERSONNEL ROSTER

Office of the Director

Robert. Kroboth, CGFM, Chief of Staff/Business Admin.	(10/09/08)
Business Administrator	(03/03/08) - (10/08/08)
Acting Business Administrator	(01/12/08) - (03/02/08)
 Todd C. Gilcrist, Deputy Chief of Staff/Deputy B.A.	(10/09/08)
Deputy Business Administrator	(09/17/08) - (10/08/08)
Acting Deputy Business Administrator	(03/17/08) - (09/16/08)
 Donald Hunsicker, Confidential Secretary to the Business Administrator	(03/06/06)
 Joni R. Willingham, Special Assistant to the Deputy BA Administrative Assistant	(11/14/07) (08/24/87) - (09/15/06)

Bureau of Financial Management

William P. Leinberger, Director of Financial Management	(09/03/08)
Acting Director, Bureau of Financial Mgt.	(03/03/08) - (09/02/08)
Accounting Manager	(02/01/99) - (03/02/08)

Office of Accounting

Judith M. Bowman, Fiscal Technician II	(04/18/79) - (05/30/08)
G. Dennis Proctor, Auditor	(06/01/78)

Office of Budget & Analysis

Mark A. Santanna, Budget Manager	(10/29/07)
Ralph E. Wolf, Jr., Budget Management Analyst Trainee	(06/16/08) - (10/08/08)

Office of Purchasing

Mattea D. Fera, Purchasing Manager	(10/24/77)
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Bureau of Human Resources

Deborah A. Felker, Director	(09/11/06)
Michael W. Hughes, Personnel Officer II	(09/11/06)
Dieu-Thanh T. Bang, Personnel Officer	(03/12/07)
M. Antonia Baum, Human Resources Generalist	(03/12/07)

Tammy L. Barringer, Confidential Secretary	(07/11/05)
Jean L. Ridge, Administrative Assistant	(08/09/04)
Jacqueline M. Hugney-Williams, Payroll Technician II	(03/12/07)

Bureau of Information Technology

Steve L. Zimmerman, Acting Director/Systems Programmer	(01/22/79)
Paul C. Anderson, Lead Programmer	(11/04/81)
Pedro Cardoso, Asst. Network Administrator	(01/07/08) - (06/04/08)
Carla G. DiNatale, Asst. Network Administrator	(05/12/08)
Jeffrey B. Edwards, Systems Programmer Trainee	(11/16/92)
Larry L. Eikenberry, IBM Mainframe Computer Programmer	(07/29/02)
James Furjanic, Programmer III	(05/13/96)
Gail R. Hendricks, Network Administrator	(09/25/00)
Michael M. Miller, Computer Operator III	(06/15/92)
Mark R. Moore, LAN Services Assistant	(07/25/05) - (04/09/08)
Ruth Ann Page, Data Processing Assistant	(06/16/03)
Joyce C. Ray, Computer Programmer/Operator III	(12/07/98)
Roger W. Swinehart, IBM Mainframe Database/ Systems Programmer	(08/13/03)

Bureau of Operations & Revenue

Thomas Asman, Director	(07/03/78)
JoAnn Gray, Administrative/Communications Assistant I	(08/20/07)

Credit Collection Unit Customer Service Representative (CSR) Account Specialist (AS)

Stephanie Patton, Operations Manager	(06/23/97)
Terri Ambush, Posting Specialist	(02/26/07)
Kristin Baker, CSR/AS I	(11/26/07)
Rosemarie Conrad, Clerk II	(01/20/99)
Blanca Dejesus, CSR/AS I	(02/04/08)
Tammy Evans, CSR/AS II	(06/02/97)
Ellis Fulton, Paralegal	(09/15/08)
Jennett Robinson, CSR I	(10/14/08)
Nathaniel Spriggs, CSR II	(02/26/07) - (04/14/08)
Wanda Wright, CSR/AS II	(10/01/87)

Tax and Enforcement

Steven Ketterer, Tax and Enforcement Administrator	(02/25/80)
Brenda Reidell, Clerk Typist/Data Entry Operator	(07/08/91)
Ruth Rivera, Secretary II	(12/17/07)